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UNITED STATES ARMY LOGISTICS

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# Assessing the Army's Campaign on Property Accountability

## Achieve and Maintain Existence and Completeness



Director for Supply  
Office of the Deputy Chief of Staff, G-4  
Headquarters, Department of the Army



ALWAYS THERE.

ALWAYS READY.

# Agenda

- ☐ **Background**
- ☐ **Results to Date**
- ☐ **Campaign Assessment**
  - **Analysis**
  - **Recommendations**
  - **Way Ahead**

## **Background**

# **Conditions** (Leading Up to Now, Steps Taken)

## **❑ Demands of War, Modernization and Modularization**

- **Added \$200B of Equipment to the Army Inventory**
  - **Rapid Equipment Fielding**
  - **Rapid Fielding Initiative**
  - **Theater Provided Equipment and Left Behind Equipment, Creates Churn**
- **MTOE Authorizations Increased by 107%**
- **Wartime Accountability Procedures in Place 2003 to 2005**

# Conditions

## (Leading Up to Now, Steps Taken)

**Background**

- ❑ **Operation Total Recall (2005-2007)**
  - ❑ Phase I: Weapons, Night Vision Devices, Munitions
  - ❑ Phase II: Other Sensitive Items
  - ❑ Phase III: Major End Items (w/ Components)
- ❑ **DoD IG and Army Audit Agency Property Accountability Findings**
  - Policies Adequate, Accountability Generally Sound, Improvements Needed In:
    - Accountability of Components, Leader Emphasis, GFP
- ❑ **Property Accountability Task Force (October 2008 – Present)**
  - Conduct Gap Analysis and Identify Solutions
  - Develop and Execute a Strategic Plan to Improve Stewardship
- ❑ **EXORD 259-10 Campaign on Property Accountability (Jul 2010 – Present)**
  - Re-Establish a Culture of Supply Discipline and Property Accountability
    - Bring All Property to Record, Turn in Excess
    - Invigorate Inspection, Assistance and Training/Mentorship Programs

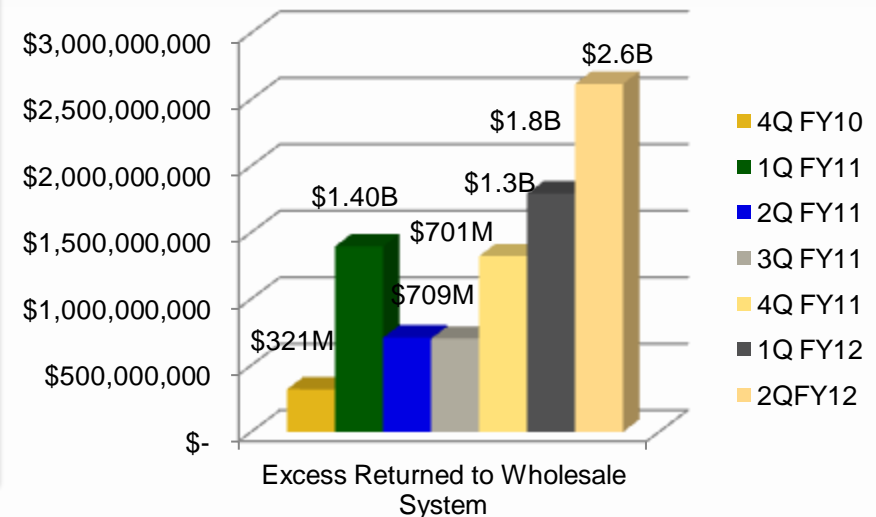
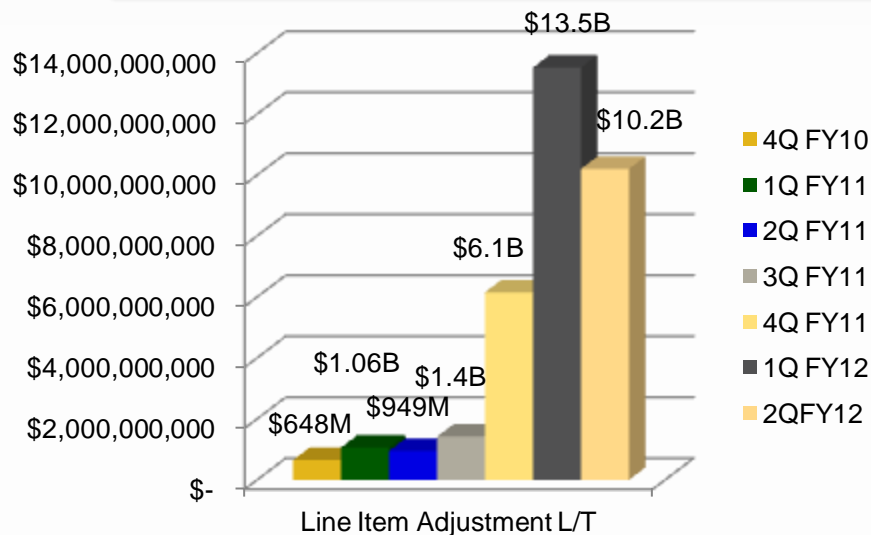
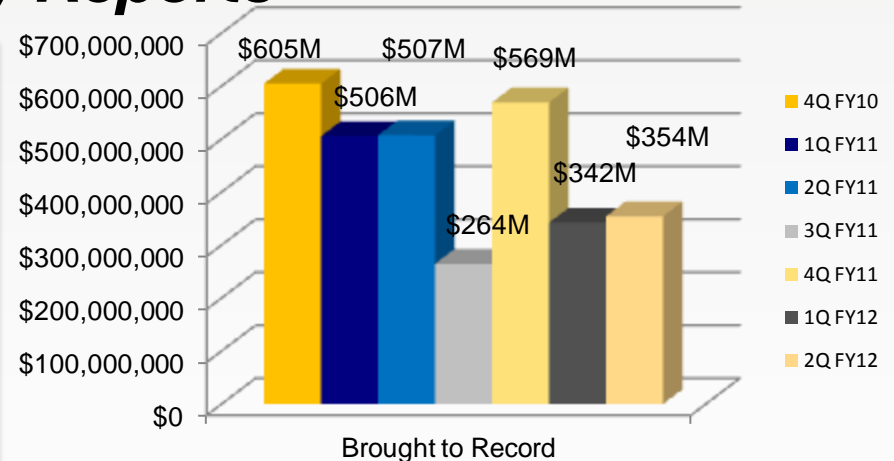
# **Army Campaign on Property Accountability**

- ❑ Results Of Campaign Since July 2010**
  - **\$3.2B in Equipment Brought to Record, Retained in Units**
  - **\$33.9B in Equipment Redistributed Internal to Commands to Against Mission Requirements**
  - **\$8.9B in Equipment Turned in Back to Depots For Army Redistribution**
- ❑ 5,780 Training/Mentoring Events Army Wide**
- ❑ 29,535 CSDP Engagements Conducted Across the Army**

***Bottom Line: \$6.7B of Military Equipment Brought to Record***

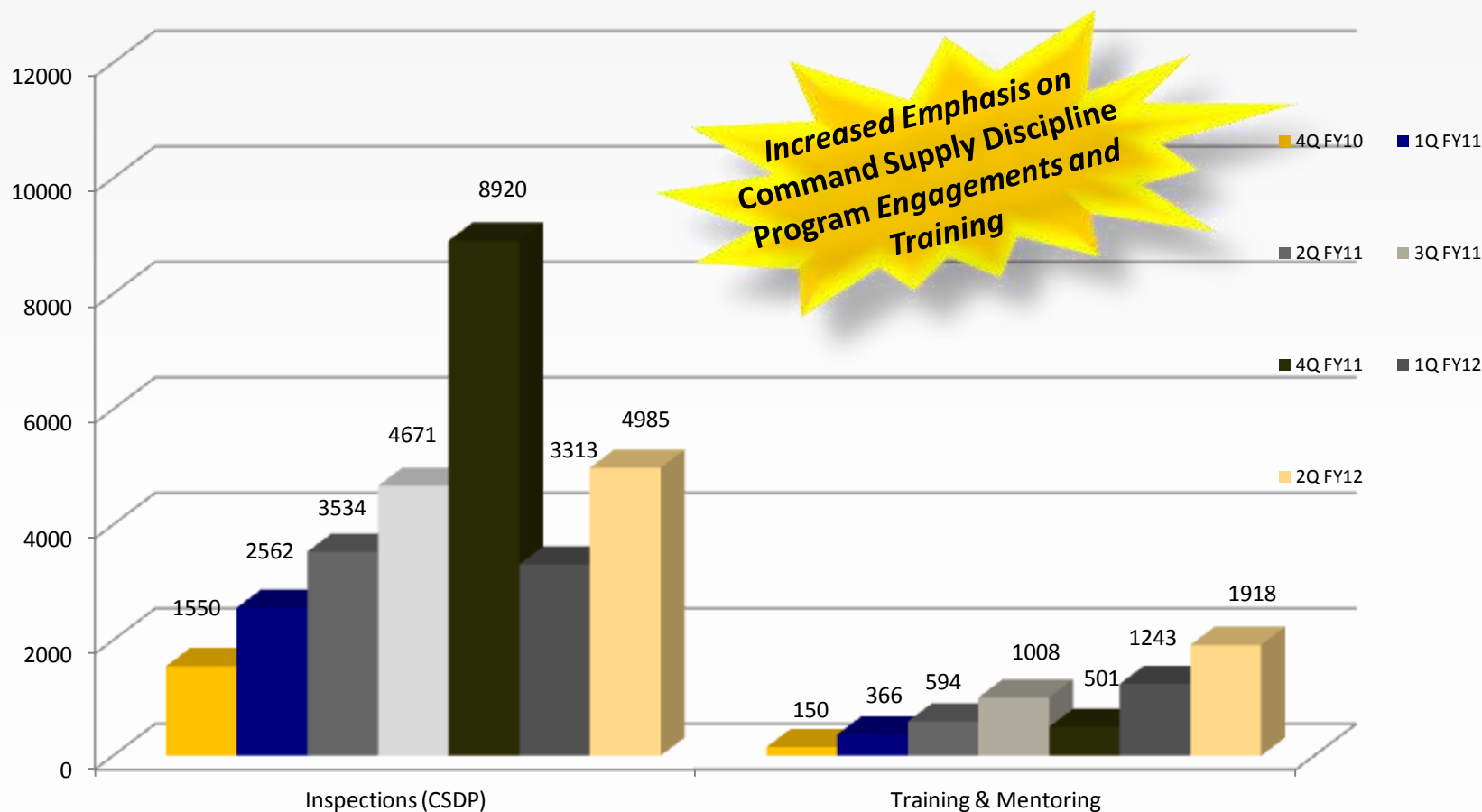
# Campaign on Property Accountability Performance Quarterly Reports

**Spikes in Late FY 11, Early FY 12 Driven by Including Deployed Forces in the Campaign**



**Bottom Line: \$46B in Property Book Transactions to Date**

## ***Campaign on Property Accountability Training and Inspections***



***Bottom Line: Training and Mentoring Continue to Improve***

# Campaign Assessment

- ❑ **VCSA Directive: Evaluate and Assess Campaign Effectiveness**
  - ❑ Core Team: DCS G-4, G-8, OBT, LIA
  - ❑ Support from ASA (ALT), TRADOC, ACOM/ASCCs
- ❑ **Reviewed Previous Studies and Audit Reports**
- ❑ **Interviewed Soldiers and Leaders**
- ❑ **Senior Leader Review and Guidance**
- ❑ **Mapped the Accountability End-to-End Processes**
  - ❑ *Looked at Transitions, Seams, Where the Information Resides*
- ❑ **Developed End-to-End Comprehensive Solutions**
  - ❑ DOTMLP-F Construct



# Property Accountability Gaps By Level & DOTMLPF

Gap	Description	Strategic	Operational	Tactical	Doctrine	Organization	Training	Material	Leadership	Personnel	Facilities
1	Uncertainty regarding completeness of equipment	S		T				M			
2	Reduced grade structure, inexperience and lack of leader PA training coupled with atrophied culture of stewardship	S		T			T		L	P	
3	Reduction in grade of PB team while operational requirements and responsibilities increased	S				O					
4	Lack of E2E Visibility	S			D			M			
5	Speed, volume and variation in equipment fielding	S			D						
6	Policy not reflective of current operations	S			D						
7	Failure to close out open lateral transfers			T					L		
8	PBO not aware of property due to multiple methods to request and source property	S		T	D				L		
9	Duplicate records created due to serial number mistakes			T				M	L		
10	Accountability of durable items	S		T	D		T		L		
11	Current policy does not address TPE/LBE processes	S	O		D	O					
12	Excess equipment indicative of inaccurate property records	S	O	T	D				L		
13	Cargo detail for unit containers	S	O	T				M	L		
14	Uncertainty to electronic signature for financial liability	S		T	D			M			

# Summary of Recommendations

<b>A. Invigorate Culture of Stewardship</b> <ul style="list-style-type: none"> <li>– Invigorate Culture of Stewardship</li> <li>– Provide Leaders With Right Skills &amp; Tools To Implement CSDP</li> </ul>	(VCSA ICW DCS G-4) (TRADOC)
<b>B. Correct Property Records</b> <ul style="list-style-type: none"> <li>– Revised Campaign Plan with Metrics and Control Measures</li> <li>– Create Master Component Listings</li> </ul>	(DCS G-4) (DCS G-4 & AMC)
<b>C. Provide Soldiers With The Right Skills And Tools</b> <ul style="list-style-type: none"> <li>– Augment Supply Rooms with Certified Personnel, External Assistance &amp; Automatic Identification Technology (AIT)</li> </ul>	(TRADOC ICW DCS G-4) (DCS G-4 ICW TRADOC)
<b>D. Standardize &amp; Streamline Policy</b> <ul style="list-style-type: none"> <li>– Revise Policy to Simplify Guidance &amp; Improve Quality</li> <li>– Codify Property Management In Contingency Operations</li> </ul>	(DCS-G-4) (TRADOC ICW DCS G-4)
<b>E. Standardize Processes for Acquiring Property &amp; Establishing Property Record</b> <ul style="list-style-type: none"> <li>– Establish Visibility Of PM-Managed Property</li> <li>– Standardize Equipment Transfer &amp; Fielding Process &amp; Procedures</li> </ul>	(DCS G-4) (ASA(ALT))

# Campaign Assessment

## (Way Ahead)

- ❑ **Improve Processes and Policies for 14 Gaps with 21 Key Issues**
  - Council of Colonels chaired by ODCS, G-4 (Monthly)
  - Action Officer VTC forum chaired by ODCS, G-4 (Monthly)
- ❑ **Measure Accuracy of Property Book Records**
  - Revise Campaign on Property Accountability quarterly reporting requirements
    - Improvement action and performance metrics for Army Leadership dashboard
- ❑ **Leader Engagement**
  - Three-Star GOSC Chaired by DCS, G-4 (Quarterly)
  - Strategic Readiness Update Special Topic (within 120 days)
    - Semi-Annual Property Accountability Progress Report to CSA/VCSA (Process Owners)

## Summary

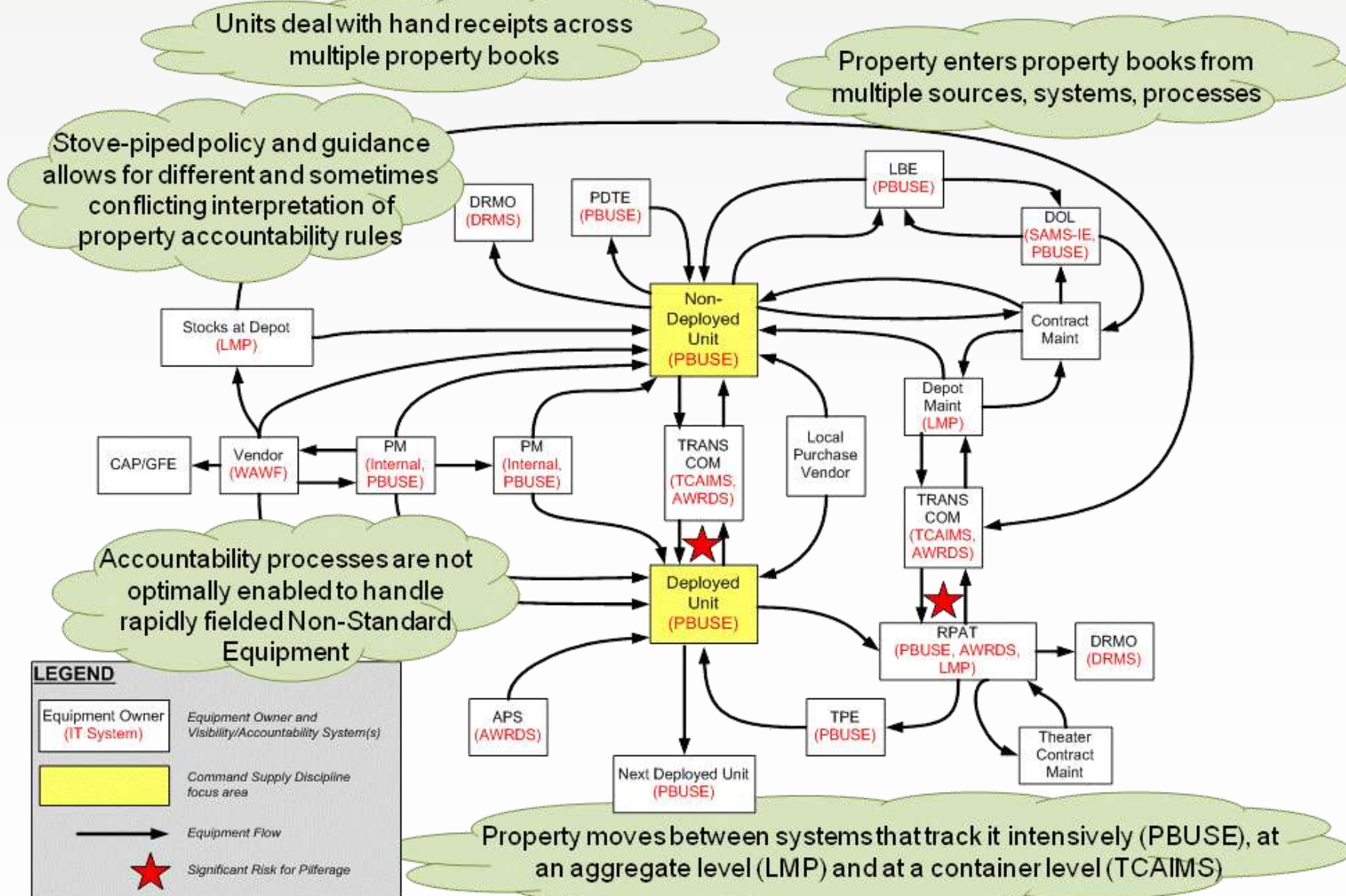
- ☐ **Shattered the Plateau, Reinvigorated the Campaign**
- ☐ **Accountability and Accountability Management  
Continue to Improve**
- ☐ **Addressing Training, Policy, Execution**
- ☐ **Leaders are Involved**

# Back-up

# Contact Information

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# Property in Motion...Volume, Velocity, Complexity









# Defining Property Accountability

## *Physical Inventory Matches Record Inventory*

Volume/Velocity/Complexity → **Inaccurate Records** → Uninformed Decisions → **Reduced Readiness**

Reality Physical Inventory		Record Recorded Inventory	Result Positive or Impaired Control
	=		<ul style="list-style-type: none"> <li>✓ Accurate Estimated Capability</li> <li>✓ Positive Control of Property</li> </ul>
	≠	<div>Missing Record</div> <div>Inaccurate Record</div> <div>Invalid Record</div>	<ul style="list-style-type: none"> <li>✗ Under-Estimated Capability</li> <li>✗ Uncertain Control of Property</li> </ul>
	≠		<ul style="list-style-type: none"> <li>✗ Over-Estimated Capability</li> <li>✗ Uncertain Control of Property</li> </ul>

### Key Milestone

- Dec 30, 2013 – Attest to Mission Critical Asset Existence and Completeness  
(Financial Improvement and Audit Readiness Plan (FIAR) Wave 3)  
(SECDEF Memo , 13 Oct 11 “Achieving Audit Readiness”)



# Summary of Recommendations (1 of 3)

	Solutions	Improvement Actions	Gap	Deliverables	Lead	Due Dates
A	Correct Property Records	1) Revise Campaign on Property Accountability (COPA) with metrics & control mechanisms to monitor property book re-baselining	12.1	Revised Campaign Plan with metrics and control measures	DCS G-4	90 days
				Adapt USAREUR's PBUSE error-identification tool for Army-wide use	AMC	120 days
		2) Create PBUSE Master Component Listings	1.1	Plan & Policy for Master Component Listings in PBUSE	DCS G-4 & AMC	90 Days
		3) Create authoritative repository for Logistics Product Data	1.2	Standardized Logistics Product Data Repository	AMC	365 days
B	Invigorate Culture of Stewardship	1) Provide guidance, emphasis, and tools to invigorate culture of stewardship	2.4	Culture of Stewardship Strategic Communications Plan	VCSA ICW DCS G-4	60 days
				Cost & schedule estimate to develop Commander's Dashboard	AMC	60 days
		2) Provide leaders with the right skills and tools to implement CSDP	2.3 9.1	Publicize LOGSA's reconciliation tools & ability to assist in causative research	AMC	30 days
				CSDP & Property Accountability Portal	TRADOC	90 days
				BDE/BN/CO leader training	TRADOC	120 days
		3) Reduce open lateral transfers through better control and monitoring	7.1	Plan for PBUSE enhancements – improved lateral transfer functionality	DCS G-4	90 days

# Summary of Recommendations (2 of 3)

Solutions		Improvement Actions	Gap	Deliverables	Lead	Due Dates
C	Provide Soldiers with the Right Skills and Tools	1) Augment supply rooms with better trained personnel & external assistance visits	2.1	Exportable, familiarization training for non-supply personnel (with certification)	TRADO C	180 days
				POM Funding for Command Logistics Review Program	DCS G-4	120 days
		2) Augment supply personnel with additional local training opportunities to increase expertise and skill	2.2	Installation Supply Training	TRADO C	180 days
		3) Augment supply personnel with AIT training & resources to reduce workload	2.2 6.2 13.1	AIT Assessment and Policy	DCS G-4	120 days
		4) Expand reachback capability for PBOs; develop capability to augment units at time of mobilization	3.1	Schoolhouse reachback	TRADO C	30 days
				Mobilization TDAs for PBO Augmentation	TRADO C	180 days
		5) Examine centralized property management for effectiveness and efficiency	3.2	Property Book Centralization Assessment	TRADO C	120 days
		6) Leverage existing technology to reduce paper documentation requirements	14.1	Paperless Logistics Assessment	DCS G-4	180 days

# Summary of Recommendations (3 of 3)

	Solutions	Improvement Actions	Gap	Deliverables	Lead	Due Dates
D	Standardize & Streamline Policy	1) Revise policy to simplify guidance, improve quality, and ease of reading	6.1	Revised & simplified policy – AR 735-5, AR 710-2, and related Pams	DCS G-4	60 days
		2) Develop concept & policy for property management in contingency operations	11.1	Concept for property management in contingency operations	TRADO C	120 days
				Policy for property management in contingency operations	DCS G-4	180 days
				Mobilization TDAs for TPE Office	TRADO C	180 days
				Contingency Operations Property Management Lessons Learned	TRADO C	90 days (after OEF completion)
E	Standardize Processes for Acquiring Property	1) Create mechanism for wholesale visibility of PM-managed property	4.1	Recommendation & plan for “Initial APSR”	DCS G-4	180 days
		2) Standardize equipment transfer process and procedures	5.1	Guidance on new equipment transfer Policy	DCS G-4	60 days
				Policy for new equipment transfer	ASA(AL T)	90 days
		3) Improve fielding coordination to increase PBO awareness	5.2	Revised policy to mandate notifying PBOs of fieldings	ASA(AL T)	90 days
		4) Develop mechanisms to control & monitor property accountability of off-line purchases	8.1 10.1	Policy & oversight for offline purchases	DCS G-4	60 days
				Plan for PBUSE enhancements	DCS G-4	90 days